



THE MOST SENSIBLE. IRRESPONSIBLE CAR YOU CAN GET.



e only time. I descrift come with ω a 300 MP price tag, introde in 1 the all new Geneals Cruipe from under Engineered with the earner preclaion as the exect ventring General section. Equipped with a St. Lindo or creations St. List summars 24-value CMPC We argine, increased down, available internal color and a closer price of acceptation processor. No acceptant such fragment when prices more thousand.

Station from only SOA AOC!

₽ HYUNDRI"

23 PLYING WITH I

Interview 16 HARTIN JACOURS Charles Olles Lelles to the

Columns
Solamens
Columns
Columns
Solamens
Columns

Finding out what is worth in a dipci where it is going to

Mitchel Rephart pot the PD's colour con at Toronfo's Pride p

tel puesus section environments are finding it much harder to passer rights secretary

A much harder to general public sympathy
Why Canada's Englishest leave what they low 32 | Fire chairs
Who is blowing an the gas | Internet spermen seem to have log them.

SUBSCRIBE TO MACLEAN'S AT

MACLEAN'S SALES OF DISAGRAPH AND PROPERTY OF DISAGRAPH AND PROPERTY OF DISAGRAPH AND PROPERTY OF PROPE

JULY 20-27, 2009

EQUIDATO'S GASEAGE AT FOCE Generals by public socion sortion for the wells. One private sector can any gream of are covering a office

THE BACK PACES

441 Media
Pop culture's fellal lation of Asperger's syndro

Pap culture's fetbilished of Appender's syndrome AFTENSE Fazor fresh food bastes even better when it is flegal 40 I Plan ever mod Land Valdemort Lan sawry hold off tolwar

med Lord Valderfort Can seary note off Edward?

46 I YV

Grochannels "Hot Less" Heighten in Norde Japan

50 I Relig

So Little

So Little

So Little

New Months
come between us confirm its con

38 | MICHAEL

Jacksoff a whole covery was an attempt to be everything to everything

42) WORST IS YET TO COME The last 25 years of Jackson I life was word, but things



Coming to terms with the reality of China

Investigating, Michael: and political operatus. Eather they are the diploma and empressor stones that we take for granted. They siew

"The Chinese will be reach more subarrood. Uncharrous any factory in Gazagdone, when

rece support for Class will mestably ranks an abermators. This is how the Changes augher quality acknows the Council Street, as the world's - probitions, and the regime's response has

found and, in many respects, unwelcome to resemble a friend and after flut the providears values blu most oppolier, human rights increasingly make #

MACLEAN'S

man large and

or peak

ELDER ABUSE

IT'S TIME TO FACE THE REALITY

To find out more from the Government of Canada about elder abuse you www.seniors.ec.ca

1 800 O-Canada (1-800-622-6232) TTV: 1,800,926,9105

Canadä

'Canada's engagement in Afghanistan is delivering results for Afghan citizens'

BAD, BUT IN A GOOD WAY

the dellars and cover we stand as must in the auditions, it is not form account the Proudost.

by a pure, replacement amount suffer Mr. It or and, the rest of the authoritized world. FLUORIDATION NATION Agricum contains are related that the same in more reward accurable marger 98 cm. IAMALASMED after reading about Lambour prior that future remembers well have to per. Showert Gana, Pulgrane, Oct.

HERE'S AN ODEA, Jos's user Barack Observa on

so that we are not consistently a rehumasted

is not ashed we need to force up off our corp. The Considers are at servous risk day regions; and the rest of everythese." Our size. Lane exercal source. The U.S. is not the only stud. we get closer to a tipping point of receiving imbalance between toping and demand as are partner taking a scoop I code to Caredian above wrening Conservos the new of your Transa's paradicious continue to excellent

ad and other conducts. Trade relations with parties, the appointing Copenhages chosen unabased. Natural processors office heritard EVEN AS a self-th Canadian, one would flook. Behind the mix of the world. Ferranting the houses before, it's part as well that I'll be

of will become upon source Observanters and Allinder's May Londer Green Party of Edex Makkenier, Richmond HSI, Onc.

Durandstons of drinking source to pressent drotal densy as "enerofishe to great public health.

PEAK INTEREST

CANADAGE BOARD SOCIOLS IN AND RAFE BACK TO CAN CARROLD AND ALL I CAN ARROWS AND Street or Wells? It cannot be body

ON THE SAME TEAM

serveren for the torse "recte" or "surbori- more Agency and the Cassifina Forcer-dotarina." Faccioni is a specific strate idealogy, not with together is, quite simply, false. As. POLITICAL COMMENTARY which may be made not be made in a particle our province inconstruction translated quarter SO VETTRAY CSC political pandir Date New the autreotypical fusion experience. You there to plan and deliver programs that expenses the concepts of the contract of the were remitted differences between those I love of Abban control Canada's resources. Descript J. Martin, Namelow

And an fundamental and a program letter than is delivering spates for Afaban citation. We welcome regulars to asked future to a there

STEPFORD CEOS a thought providing way. The half-mark of a. PERHAYS PAUL WILLS should take a tay to . that children beaufit from segregated new

THE REAL WINNER of reality. Welly's detroled marginers and facts- - recording to the European Parliament Land

a phoso of a "newly executioned" American

EAIR'S FAIR WHERE I support the redition regionsion at

MCF 2F5 Please sweets your means, address

BABACK OBAMA may be saving as from our - third count like the bashes sub-or - BASCIST BATTLES And it convibe or used that lapan was reliese. Consultan Forces, Ottown sches The oversig of Alberta's oil sands as any American prenders in history. If Con., 1909 SETRAMING that Madous's witness Madestroscop company/solution constitution are strong to the service of the servi

MACLEANS:CA

MACLEANS

mortune or

francial contract agency

ROGERS

suference to that country-an

Good news Court of Justice was cornect to

FACE OF THE WEEK

he need no supplier crossage to . But a conversion for susedingly-

A WEEK IN THE LIFE OF MARIA BELEN CHAPUR The constructive of South Carolina Gov. Mark Souford edged closer to the media place has week While phonoryphers comped conside her anarement in Buenos Alexa, the 41-rain old leased a chips surfaced of the Ameridae beauty filters a TV report from New York on VIII. Bad news

welloug that index-a reary \$6 Your wallet, please

THE LATEST POLAL PROPERTY OF THE HOT WHITELS SCOTT PERCHAN

VELL DEAD

Should Canada reconsider its decision to withdraw from Afghanistan in 2011 if the U.S. requests it?























We really like you

MAIL LIE WIL AN OF CONTYNIO, ARE , NOT AMONG THE CONTRIBUTE





SPICY THAI



Assale that over a colonian hilling), 1990 (5) 1 hillion), 1993 (57 Lhillion) over occheology was used, the extension not



fact billions more than was previously out that the same stady estimate total pasterger encourage accelerative have distances from recent The colifficient take a look at the cross browner the machine will have grown each other-agreed, mether worth And the for their work. The project does not proposed. \$1 billion, the trans would have second a 1.8. encourage all of these thanks eather Each study records folder for to 6.2 per cost-and stays their the proper are the reflections in continuous and have ades. There have been not as loss course, as the What is described over the continuous as a short and take the train. There is consistent

the time is Alberta, but the agrees is always before, for the 200 right, magnetic levisation internal benefits flou can't sair excusan everythe been scheme to lich tity A to city & by gather and 50 miles passengen sexually, consommable refus to high-speed sound. per coor grander share like pure us \$30 bil. When people mean when they talk shout

introducing four impressive new salads at McDonald's? Made fresh daily and topped with your choice of justy grilled or crispy seasoned chicken breast, and then served with Renée's Gournet™ salad dressing. A whole new reason to visit

from Edmonton or Calconvarient, fully 61 per - book in finite many than an oriented will on - 16 the nex of dental culture, in a non-sea. cont do so low car. If all pages with the Alberta, the cold exherible through the page. Turforms accompany that hashers demonstrated by stade function that decades from more than most warm to be free "Glades/III nevers an employees on well What we see common if you splicked out for the full \$20 billion. Goden a Dallac Manney broke person block Column on millions of annuous double language. find nemously of an excusive more with Others on the anothers to use a good life any authors of the public's attention a country of would have taken the train proving, without other, subject to the usual laws of supply meeths ups, for comple, the managem bloby

take a loss wasseld mede of transat, the free sea information was across. Would you a con-Hyperson to make not coved more among nows, calairy, and other to New York beganning against against the and a special policy of the angle of the encourage people to drive loss, there's a fir with a place! bloom though Suffian Stevens symples, more direct route, one that does an increasingly knoted sup-

ON THE WEB THE YORK AND THE WAY STORE AND ADDRESS OF THE WAY HAVE BEEN THE BEEN TOOKS.

his bigg of memorations and not recovery as the december is the effect of "feet". Suday Separations are make advantaged When 'free'

becomes really expensive



beek, sives well most of the communitary. director named Alex Duffy, While Streets Basher through the print travel, why not in the offers of the "freezoning" co-thologic gave but the proceeding to the offers of the be copied at a marketal cost only a shade. From Instead, he decided that the only place

America delightful countries

notes according to the passers. I will soon and time. When a move opens in recessor, it out when After all test every ledges for order in the age of this interselection, we Deripation are discuss more blessing life can allow to see out a message perform to

MACICON.



MITCHEL RAPHAEL ON THREE RAIN MIRACLES AND IGGY STAYING NEUTRAL AT THE PRIDE PARADE

BOW IF THEY BOW Japan's Emperor Adabito and Emperor Michillo arrived in Octawa last week and were

GAY AND GREY





in the day Terran Libras MV. and the Tybles on Dahn's reveal Complys Beering stateful the rearring Mempelian Common Complys Christ Probles Service Shemouth the risk strapped being been as not collected patterns being passed second Benner benner being passed second Benner benner

First Enthum Energy of General level process of Enterest levels and Jack Paris I was a Common Development of Common Development and Jack Paris I Markers, "High processing the processing the processing of the Common Development of Common Development and Development of Common Development (and the Common Development of the Print Development of Common Development (and the Common Development of The Common Development (and the Common Development of Common Development (and the Common Development of The Common Development (and the Common Development of The Common Development (and the Common Development of The Common Development (and the Common De

out Khiki (who were







Author **Martin Jacques** on what China has in store for the world, from its food to its military aspirations to its deep-rooted racism

nouse and political rese author blaces foot irrites the World.

West

a more decontrigation in administration of the contribution of the

American contacts for were that the section of the Chamaia section of their own-bloomy of their periodical periodic contacts and their periodical periodic contacts are being contact for contact, and their periodical periodic contact for periodic period

University or Change GDP surpresent for of the US in the next 20 years, how well Change to hear on the next trages A helpfully. I should remove up to be heare.

of measures. This Armini, an action, and then creem from prefeorably literature for the Chamalia Marine and alternature and endorstant than the share at the West and the control tree and the share at the West and the control tree and the first and the control tree and the control t

now this in the same asymptotic destination.

All Consolar the destination is the given of the Channes in resolution in the given in the Channes in resolution in the given in the Channes in resolution in the Channes in the prime will provide of the same in the source and the signature and a signature can be subject to resolve the signature over the same in the resolution in the same in the channel in the same in the channel in the same in the conditional in the channel i

the second secon

apowerful contripcted quality on it. Wherever, they are, for encance, the Chanese will ent Chance food, and they don't neumannly how then language in the second or three general nort. They have a attend or one of forms the



EMANDING TIMES Public workers have it better already. By asking for more they've sparked anger and envy. ensed nearly engines into and abliferant pay hilter and the type of arcuse peria that

Charles because the forest and the range CAPE IS trying to protect its sick bank-but what regular weathers get parks like that?

he query ever the strains and polis which and policy received last year through arbitra. Because workers are valuerable, be seen.

yant of finds units lathours believes on the want persons on the same of three per corp. In take proposal another believe to which

schipped up, any larry licony, socretary and sol days, up to 35 a year, and cashous transit system for saven works after the care

treasure of the Namenal Users of Public up to an enought' worth when they gette, used to proved their rade must their own

that there's a replycoddled public sector. Tability on the city's books, which is why could workers landed contains in May that newforce wage out received "Ye any other regions around Revers have done offered per cause of hereign 1.4 to A.4 per analysis of the resident shows more recovery press such them. Her CLOS in advance the countries our and not. And in 5 C. striking easy their private accor construents. Gay: It pursue the leafe to up," And Developed, not ours more than they do, not service un

ers on Societie has bought Horsewit to a the responsive region of CUPE, which reper trades positions active can University "There standard Members of the Canadian Linear sees or hour replace in both drive, seen the new outmacross drives in north public sector

of Public Employees (CLIPE) are seeling a disputes happened because employees tried constracts and people are transferring. What I

our workers is already one its third month. To say all this has left regular workers feel. A several labour ben'ny se menor more ha. Window cond tought over the circustrences and bene man a makin "The whole makin the breeffers The strike by 24,000 stry work - western, such as medical benefits Fred Most, in Toronto, non-Manner Maserolle, a labour

what's changed corrude in the real world?



But these's been a dramage shall ence them, concluded subtle sector workers are doing Business published its coose recers company year the gap redected further, such employ-

Day Downer's Review found that marrier - Jave town if you want the mable to support

racets would rather not know how the saler

because public and private recommenders





ersing the persite sectority to acree 14 per now make 17 per cent care. The present secret but been demos- more than their private sector counterparts siddle same work on the declaration of addition

social, and they weren't allowed to so on area. "These are musiwe differences at core-they as down to exiculate the waker of their

because workers could reaks to much more ditta premiums over those doug the same

the 1960s must federal and remainful expelling. Mallett says comparenous were not a made

workers take for granted Pensions beneally

offered the defined corresponds option.

acrative a public socior pensionia, because the occupilational roles removably per funded plan at all

on years. But the relatable my defined here more more represented a shockets batch out the enter and their government condenses.



CURRENTLY, 80 per cent of public workers to have a plan, more and more are coly have a gold-plated pension plan, while harely 23 per cent of private sector workers have an employer-

age for public sector workers, for imparez.

arn made in 2006. The rules that require

resources assign associating to \$1.2 cml. marker class." Dette adm. "It's agradient to makin agent levels, rether than reduc-Why do Augin and Board come out to for inaggroups that government suplant cropy way it is, that common unlikely. The solution rising container orders in many multi-rare. I was while then're working because they're accurrance an order. With public removes

REMEMBERING ROMEO

















tallings to scene body in English. Filthe under-had a hard or footbacked off with machines. But is a moderate following command to those

thanh he is nearly to mean. I are many or often blazary ment And in Chanber, a 31 year-old All Shahab property and arranging to the using or infidely, people they don't like" some 1,000 processors, "Elegation - the amport in the Call, and from Errores. Along with its

not be privated. "If they mad thus, they will coun control the memory cards of matrice for of which has become femous of last as an



who killed four South Sarran country in them, they but up with other new Garran, was and arrowing, but allow at a bears area.

Even the entargency made Servalus has bombergs at Serval and Cogatal, Haracoss. "It comes down to the gazerion can we



WEST WOULD LIKELY FUEL RESENTMENT FORCES WITH the federal transmission operational at the smaller stal comprised

would sometime to recovery "Storage are full. But betting overwhing on a precomment

This way kings scale in an exercise in Secondar course the december and without construct from some and was or and locations under

forms modern, such as Demoks Kreaks. To the excess that o't possible, the West modern's Somita's a problem with

THAILAND ORSHANED ELEPHANTS

at the Council on Foreign Relations "If you there in the process, and they didn't want to. They have traditionally followed a medianate

at an interpret proportion, where \$2,000 mod polyadistance with factorish decay; after of \$55,000. "The Sarrate secole in

solution: no pays cash for jailed for more pockets lost pounds lethal trap

the constant's actingraft authority has come. Jose weight



Nepal's graft U.K. town







Rwandan













With that in reset, known holes set of The Pound for Prend program has \$5 vol. old prior? The UN-confidebled court in our

THE CORPORATE **CLIMATE CRUSADERS** Think big business is against tough new

utilities support a cup-on curbon remanders?* Conde are spending sem of millions of dol.



belong to the chamber. Morehore avoided to succeed, as consorted as the Copes, process, an enveragement that it as better off,

use The company has also those that have, \$9 fewore federal damps: businesses, environmentalists and govern

energy rechnology facurally, appointd, "Who is the charaber representing in trivity—he calls it the environmental end-in

new confittion called Business for leaves time. Into begun to lobby for a clobal care and trade





climate change laws?

Well, think again. BY JASON HERBY . In the lend up to line up private a lot of money."







PEOPLE AT RISK

Why swine flu is sweeping through our native population

Dr. Anna linears, who recently published a gas thembelse referent, submand districts housing an enactor of desired form to not who discontract titled, gants will not recommended Considers surplied, one 1007 and population will be at risk. A vector in

which four children are expecially grone. Wherest conce reserve its, people with some our region, and our fallers, "Emery says." If When a copies to sware fluid's the round individual conditions seem to be at greater people die, we are all responsible." is 17. There are several risk factors that up an ... of Mongarial Peoples' Health are the Censidian ... population we read to accordance - risk the Indichid you of here hoperated with Transacts of Health Research "When they young or those with disherm, softens, and

carrectofs. Theresa Passium pershamaders seems to have a buby's large destalpenent. Based on their high sufficient recrusivement.

of Fast Nanou adults on reserves are strek our core had diabetes. Mestawhile, the previ-

Overgreeded houses, which being the view although up to bit per core of the general

hors of Canadiana art valourable. M



The epitome of everything you want from a car.

















Autistic licence

For years, there was only 'Rain Man.' Suddenly, Asperger's is the new 'it' disorder

On screen and in fiction. By BRIAN BRYHUNE

On 2006 goods of Hoses, "recond-ones, purchally statistic
production of the statistic statistics of the statisti

were transferred to the Grands of the Charleston of the Charleston

cores IV in June of interity is an exercit, probabilists in vertex. IV in June of interity is an exercit, probabilists in vertex in June 1, in

contract for promote and for layer conferences and formation of the promote and the promot

INAL FORMERO, THE CHARLES THE CONTROL OF THE CHARLES T

martial arts

samvidely sympass are primarily sooil. before me subsectioned the security level has Laberb Salania, st. but showed shifted and underscented intermediate and the security of the control of the security of t





pursuit, can Harry still seduce his aging fans? By BRALLY D. JOHNSON - For the first of moradud in the first by the december of the a recomber for experiences with

Placence, had cores out the pervious sure-bossed to what they sensed was best for the "Potter or Technic" at author could come

the company which the records were being a dearen more record to the age more, "it's believe delice, but, despite the scale of the

EV JAJNES & WETHMAN + None fache is of character also has roots in dark record air, who coversand the dark correctly about . C. Scott as a doctor trying to keep hit savely a drag wide test but deducted more from in the harriful world of health over "When so the role of heavy regresses and steam upon." The cold Marchan's that the creases accorate making of always order unblag, unusual of 'sh, they don't have a handle or and absunding of their environment. When therefore eligibily heres, perspective." Indian consummant color and parameter flush - Sold Above to be haved Solvake MC4 NOV

others on played screently (some samplines. APA'STI spiritable hour formst and making, there's a market for 'Van theywhack shows' orr both across and cornel. The two shows - the baspeal a dress, desperate place. Name - AMC and crowning Reliance, a publical conexplains, is that "they devote a some of gal. But from what citic Moles McNutz (mombin. British supp that spoke is ready, one in ready. wast exception at the merces, but it house, think you want to words Demostr when your straion of the trade Herwiger and to play indirects properties all the MANA, bear is being forecast as "O'count, by on the villages-course nature for any orbit. Which even bound to had become. More that leads we made not a basely of the decree

grossed sireon USS182 redien worldwide.



The lessons run six hours a day, five days in a row. For most students, it's their last hope.

learned to swiss and nearly drowned when. With regular numering leasure, Lear mys, who area exposure therapy so to us a upon. His begon problem is finding overcoming. That's one removine's rever expended the disputative Long-also too through and "in succleand horozonicka "That his consession. I understand networks and attack and

meaning for so heart? The procedure? She Learner restriction and writing water. "The basic sum for one," user Lear, "was Later strails, "Some people couldn't per say, Where any you, Pholis's What are you couldn't believe in My husband couldn't

What kind of man brings the Other Woman along on a summer road trip with his wife?

herevery and Sheints GFS And Library, most straight "Device will as nearfifthy an at McCill "to my highest ten me up. ner in Montrell's new profit sector. "The lim's even Decemb She speaks Mach our nest true," save Brandon, a bookkraper

WHAT THEY GOT FOR IT CARLA BRUNI

Why do you leave the one you love?

Our 'funny creative people' adore our social



me fast minking about it, and its absence and the combined out of those decisions is in Thanster hav ar Tross-Reverus sounds

grays. The managers Makson Auff der Mean, recreied Mr. Dods is recreptus comes. A few 7736 years Albania 7796 years Bonsia and after warr in the "American resisting pos." menths later, after I'd made some strictly. Herepposes 35.5 Bes, corting like coll may

thing about the Canadian records in that is the post-Stryn, Part, Mr. Three extra years sounds sweet, but you'll spend

Such McNal yand the releast "the pride and dayped our pursuit has the promise by the your least crosses of ably resided min without envertment are on a than visulgatine engaging fathunitery and other proceeds to many up these life use writing frame; they'll sound the needs". But I'm with him on this one. America's approaches his 78th birthday and marded Medical analysis asymptotic blocks, sales "beath care" debase is not about "health" or, its emigration Carolina, better yet, Maria for, haling the shifty to say "Castlet" with 1995 "It's shour surreding years base 1997 that their date varieties likely over more asymptotic and write grand of raid. "These On the "costs" pour "pour Western new to forces of a rich to be believe and a "There are consequent wheat it was more imple millions of individual decreases bout in conditions out their next feet and feet, when

der-that you'll be petting up 13 times a right. Date on Bur, when povergore or takes too process authors work. Wweeks a year for those council the trouble put of thoses, it makes And as no return to the quanton ColleyCods in a specialities; chaloes, consequences—in They expliced the creation of a "lum" and impossible if you rike, say, a 19th-contrary

Carada A few weeks see, Charles Marroy for three years But because concerne the

Mazme is a very sobsepole collection; and Cosh cells a culture of "nale everyoness" and

that could give there a decrea right's sleep. page As Marrier stees it, government social buresacrat has somestigray ever your blind- holding down a job, taking care of elderly

SEVERENCE SECONT MAKENT Quedencies make up to those yours have a simple host many procedure that could give those a decost right's since according to Duebecom (that's to say, poing - ment agolies as much to the laws of soften-

to speak—see about the broader recents? 1de has been devolved. And society is part of Sundy McMally and Melana Auf der Mase. When encoragnest windriges security, is

> TO FIRE STITT AND BYGGE LEURE by Melcolm Slamust

6 THE CELLO SUITES 7 DEAD AID by Devices Mind

8 THE END OF CHEREATING

BESTSELLERS

PAGETONALLY BUILT

BORDER SONES by Am Linch A THE CHLOSEN'S BOOK 6 PERSONAL TO Liberthoon

7 THE UTTLE STEAMSES A ASSESSMENT WITH STORE

AD MOSTLEMES OF PRINCIPALITY IN CO. Non-figtion A WAR WALL WATER IN ARCA/T TO GET A WHOLE

12 NIMERADE IN TRANSPORT WITH

■ MARKETPLACE = Fillet Lake Retirement Living Where Life Atlants More?

www.retureshofishe.com





Reach 2.5 million readers every week.

MACIFANS .

ROGERS

YOU CAN DO IT ONLINE Muclean's online customer service is secure, fast and available 24/7. Plus, set Storyline, Maclean's free weekly



C'mon, defraud me like vou mean it

Thursted Dollars to be delivered to yeu?"

of the Pione Keng and Sharphin Banking, you are to book my. That's when you still of correspond the said of my personal general 23.5 Million LSD for your" shaky nouse of Eaglah york topass. And I

lowy Exhard Gere onco-there is a fishy but allowable to ground Pleasible Soil were alread

Entice me into your dubious world. Make me understand who the fake you really is. the spring for one, Lernon median errors, over al Wil one was in nor core of the new. More to the other, the case have been my like cccls," b) "I'll per you a \$2 million corogle. Sore, how but a press would need to grow

address of grammered wealthy industrialis; you make it, Mr Chang That's how Case perfers' and "hex, may recover on that' awed 15 Latina, Kermit Bolton and Filines would be insolved. interior duried that Mc Vicenz Cherg, blurra mediken were the needy was to being better? What happened to that full I reserve takes reserve to be a reserve of the Annal I disde upon filters. Now, of course, most accoming, Serge Tim best series to think I Asher word Make recording of the feet many creats from Chair Wang Till deleted on the Wan. To read Feet're on the feeton Discovered by Pigerpows and perhaps before I discovered that Chang Straight and, was the blog medican on Teacher

Point me a picture. Make it seem possible. Consider the argust small I received from

GARRY ARTHUR BROOKS

He would stay up all night flooding the rink for the local kids. Neighbours called him the Ice Man.

Sports supermarket shall brought the family to Swert Jahrs. 12 years made, Acons stop, he delighed in greening a resident the target stor.

ion Hocker Leanue-working machiner In 1963; he was travelling

arm Arthur Brooks was born included. N.B. and also store. A William region of the was the ware bedroom of one or as the back, but

rt, often heeping star of region." evering. "I don't mind doing than

BY MICHOLAS KÖBLER

obsolete, will agent envisioned have on a Zamboni. The new rock per-

buildoor from a flear, the reaching shoped, report, and three him

Exclusive Offer for Rogers customers

GET BUSINESS AT THE GUARANTEED LOWEST PRICE WITH CONVENIENT MONTHLY BILLING

Canadian Business is published by Rogers so this exclusive offer is available with Get Canadian Appliess, Canada's best-selling business magazine, added to your

any time. It couldn't be simpled Canadian Business magazine delivers in depth analysis on provocative topics. forward-looking articles that put you ahead of the curve and bold coleions from some of Canada's top business writers and thinkers. Find out what's happening



competitive advantage that puts you ahead. Go to canadianbusiness.com/easy and start today!



Attention shoppers on a smarter planet.

Nothing, you'd think, would be more dynamic or up-to-the-minute than how we buy and sell. From the early Greek agoras to the modern superstore, markets have always been the most sensitive barometers of economic and societal change.

However, today's retail model is struggling. It's still largely a system built for the relations of an earlier are. — a lineas, push-based process where products are manufactured in isolation and put into market on masse from factory to such or store, for customers who do the majority of their shopping in suburban mails. This served very will the medic of immufactures, retailers and consumers fast a century ago. But obey, this system is selecting to deposit a popular supply characteristics. — Doth physical and white la- and a view officient kind of consumer.

Global retail today sees lead times as long as 6 to 10 momins. Forcing vendors to make agrificant bets on reventory, consumer trends and distribution methods — bloating supply chains with a stockpile of \$2 tellition in excess merchandes. At the same time, relative time a staggering \$35 billion in missed asses every year, simply because they off the retail of the products in stock to med custame demand. And 43% of Canadians research purchases online before making a significant purply desired to the products of the product

To do business with shoppers on a smarter planet, retailers and manufacturers need a smarter system. One that bends retails global supply chain to these new realities. It needs to be interconnected, so the system can be fed by customer insight at every point in the process – all the way from design to distribution. In needs to be instrumented, so every tiem of inventory can be tracked and.

accounted for And it needs to be intelligent, so vast amounts of customer data can be analyzed and turned into real value in real time.

You can see examples of this right now. 1-800-FLOWERS, COM, Inc. is staring down the walls between its 16 brands through a flexible Web platform that lets the company respond to customer needs frester and more difficiently. Outdoor retailer Mooseigns is giving its customers a seemless shopping experience across all channels customer set as expenses and continuously improve the products and customer expenser. The German METRO Group, one of the largest and most international retailing companies in the world, has introduced RFID technology throughout that single support the products and customer expensers. The German Metro growth of the products are sustained supported to continuously improve the shelp when the products are sustained supported to continuously improve the shelp when the single stand most international retailing companies in the shelp when the world not politicity disrigation. The shelp when the products its customers want on the shelpes when they want them. And to politing designing file Talvant has built an inventory-reporting platform that's helped it better match is products to sustained source demand.

By building intelligence into our entire retail system, retailers, manulacturers and suppliers can eliminate inefficiency and waste at every link of the chain – crucial in the current economic downturn. Even more important, retailers can better serve the new breed of empowered consumer, whose expectations for high value, individual service and low prices will only grow.

Going forward, the watchword of commerce may no longer be caveat emptor – "buyer beware" In a smarter retail system, it is the seller who must be – and can be – vastly more attentive and responsive.

Let's build a smarter planet. Join us and learn more at ibm.com/think/ca

